

# The never-ending project : understanding e-government project escalation

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Propositions with the dissertation

## **The Never-ending Project**

*Understanding E-government Project Escalation*

Niels Groen

1. Project escalation is a process wherein the course of action of a project remains largely unchanged despite of the fact that the project is not delivering on intended results, all the while consuming more and more valuable resources (Chapter 1).
2. In their specific context and with their specific characteristics, e-government projects are particularly prone to project escalation and often result in large-scale wastage of valuable public resources (Chapter 1).
3. Whether a project is effective, and whether decision-makers are tended to stick to the course of action when it is not, is contingent on circumstances and events that cannot be known or fully controlled (Chapter 2).
4. Live is what happens to you while you're busy making other plans (~ John Lennon).
5. In order to prevent e-government project escalation, it makes sense to aim for delivery of project value as early as possible and have short feedback cycles, that are based on tangible and thus unambiguous results (Chapter 3).
6. When riding a dead horse, the best strategy is to dismount (~Dakota Indian proverb).
7. As political values form an important impediment to escaping e-government project escalation (de-escalation), it may require a trade-off between being fully transparent and honest, and doing what is most effective to protect the public interest when spending large amounts of public resources (Chapter 4).
8. Those who can be blamed for the fewest faults are usually those who are willing to admit them the quickest (~ Samuel Johnson).